

# INVESTOR OVERVIEW PRESENTATION

UPDATED AS OF 5 JUNE 2024

# CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

**This document contains statements that are, or may be deemed to be, "forward-looking statements". Forward-looking statements give the Company's current expectations or forecasts of future events. An investor can identify these statements by the fact that they do not relate strictly to historical or current facts.**

These forward-looking statements may include, among other things, plans, objectives, beliefs, intentions, strategies, projections and anticipated future economic performance based on assumptions and the like that are subject to risks and uncertainties. These statements can be identified by the fact that they do not relate strictly to historical or current facts. They use words such as 'aim', 'anticipate', 'believe', 'estimate', 'expect', 'forecast', 'guidance', 'intend', 'may', 'will', 'should', 'potential', 'possible', 'predict', 'project', 'plan', 'target', and other words and similar references to future periods but are not the exclusive means of identifying such statements. As such, all forward-looking statements involve risk and uncertainty because they relate to future events and circumstances that are beyond the control of the Company. Actual results or outcomes may differ materially from those discussed or implied in the forward-looking statements. Therefore, you should not rely on such forward-looking statements, which speak only as of the date they are made, as a prediction of actual results or otherwise. Important factors which may cause actual results to differ include but

are not limited to: the impact of epidemics or pandemics including restrictions on businesses, social activities and travel; the unanticipated loss of a material client or key personnel; delays or reductions in client advertising budgets; shifts in industry rates of compensation; regulatory compliance costs or litigation; changes in competitive factors in the industries in which we operate and demand for our products and services; changes in client advertising, marketing and corporate communications requirements; our inability to realise the future anticipated benefits of acquisitions; failure to realise our assumptions regarding goodwill and indefinite lived intangible assets; natural disasters or acts of terrorism; the Company's ability to attract new clients; the economic and geopolitical impact of the conflicts in Ukraine and Gaza; the risk of global economic downturn; slower growth, increasing interest rates and high and sustained inflation; supply chain issues affecting the distribution of our clients' products; technological changes and risks to the security of IT and operational infrastructure, systems, data and information resulting from increased threat of cyber and other attacks; effectively managing the risks, challenges and efficiencies presented by using Artificial Intelligence (AI) and Generative AI technologies and partnerships in our business; the Company's exposure to changes in the values of other major currencies (because a substantial portion of its revenues are derived and costs incurred outside of the UK); and the overall level of economic activity in the

Company's major markets (which varies depending on, among other things, regional, national and international political and economic conditions and government regulations in the world's advertising markets). In addition, you should consider the risks described in Item 3D, captioned 'Risk Factors' in the Group's Annual Report on Form 20-F for 2022, which could also cause actual results to differ from forward-looking information. Neither the Company, nor any of its directors, officers or employees, provides any representation, assurance or guarantee that the occurrence of any events anticipated, expressed or implied in any forward-looking statements will actually occur. Accordingly, no assurance can be given that any particular expectation will be met and investors are cautioned not to place undue reliance on the forward-looking statements.

Other than in accordance with its legal or regulatory obligations (including under the Market Abuse Regulation, the UK Listing Rules and the Disclosure and Transparency Rules of the Financial Conduct Authority), The Company undertakes no obligation to update or revise any such forward-looking statements, whether as a result of new information, future events or otherwise.

Any forward looking statements made by or on behalf of the Group speak only as of the date they are made and are based upon the knowledge and information available to the Directors at the time.















# WPP TODAY

# WPP IS THE CREATIVE TRANSFORMATION COMPANY

We provide marketing communications services that help brands grow and transform their businesses  
Our work spans the full marketing spectrum, from advertising campaigns, social media management and influencer marketing to commerce solutions, app development, CRM implementation and more

	CREATIVE	MEDIA	PR	SPECIALIST
OUR OFFER	Create scalable ideas and experiences that bring to life brands and their relationships with customers	Connect brands to consumers across the full range of media channels and platforms	Manage reputation and communication with key stakeholders	Branding, design and other specialist services
OUR SERVICES INCLUDE	<ul style="list-style-type: none"><li>• Brand experience</li><li>• Commerce</li><li>• Customer experience</li><li>• Marketing strategy</li><li>• Production</li><li>• Technology implementation, eg CRM</li></ul>	<ul style="list-style-type: none"><li>• Commerce media</li><li>• Consulting</li><li>• Data analytics and insight</li><li>• Media activation</li><li>• Media planning and buying</li><li>• Media strategy</li></ul>	<ul style="list-style-type: none"><li>• Media relations</li><li>• Public affairs</li><li>• Reputation, risk and crisis management</li><li>• Social media management</li><li>• Strategic advice</li></ul>	<ul style="list-style-type: none"><li>• Brand consulting</li><li>• Brand identity</li><li>• Corporate and brand publications</li><li>• Events management</li><li>• Product launches</li><li>• Sonic branding</li></ul>

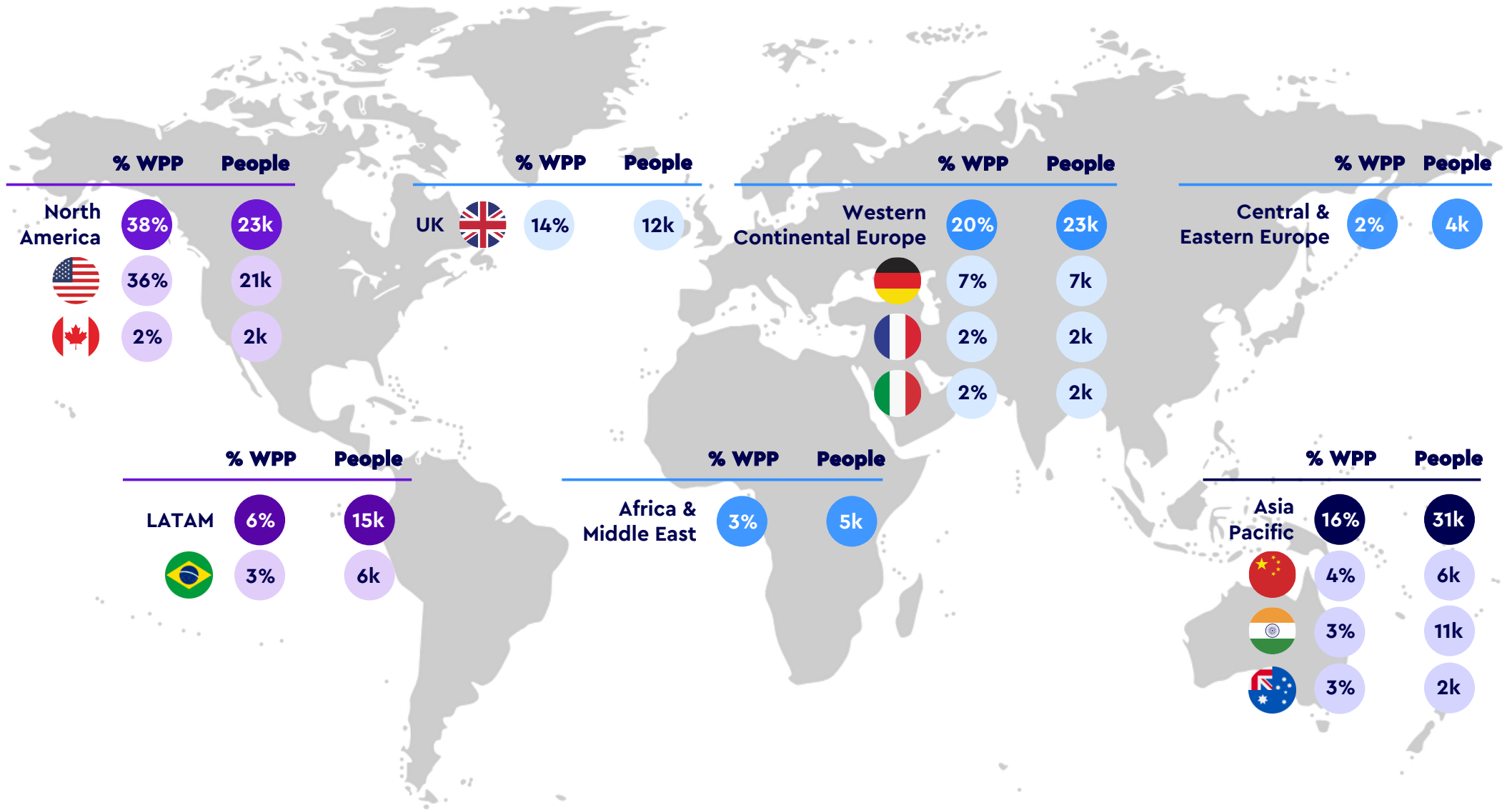
# SIX WORLD CLASS BRANDS, APPROACHING 90% NET SALES

GLOBAL INTEGRATED AGENCIES					PR
CREATIVE				MEDIA	
					
<b>#1</b> creative agency, spanning brand, CX and commerce	<b>Leading</b> global creative agency	<b>Leading</b> ideas and innovation company	<b>#1</b> global production agency	<b>#1</b> global media agency	<b>Top 2</b> global PR firm
<b>30k</b> people	<b>15k</b> people	<b>5.5k</b> people	<b>7.5k</b> people	<b>41k</b> people	<b>6.5k</b> people
<b>60+</b> markets	<b>75+</b> markets	<b>34</b> markets	<b>40</b> markets	<b>80+</b> markets	<b>43</b> markets
  GLOBAL AGENCY OF THE YEAR 2023		 GRAND PRIX DIGITAL CRAFT		 CANNES LIONS MINDSHARE MEDIA NETWORK OF THE YEAR 2023  ESSENCEMEDIACOM #1 GLOBAL MEDIA NETWORK & US AGENCY 2023	 4x BRONZE LIONS CANNES LIONS 2023

1. People figures rounded, FY23 provisional



# UNRIVALLED GLOBAL REACH AND SCALE



1. % WPP = FY23 provisional share of WPP revenue less pass-through costs, may not sum to 100% due to rounding  
 2. People = FY23 provisional closing permanent headcount, rounded

# GLOBAL LEADERSHIP IN MEDIA

## GROUPM MARKET POSITION

**30%**

Market Share

**\$63.5bn**

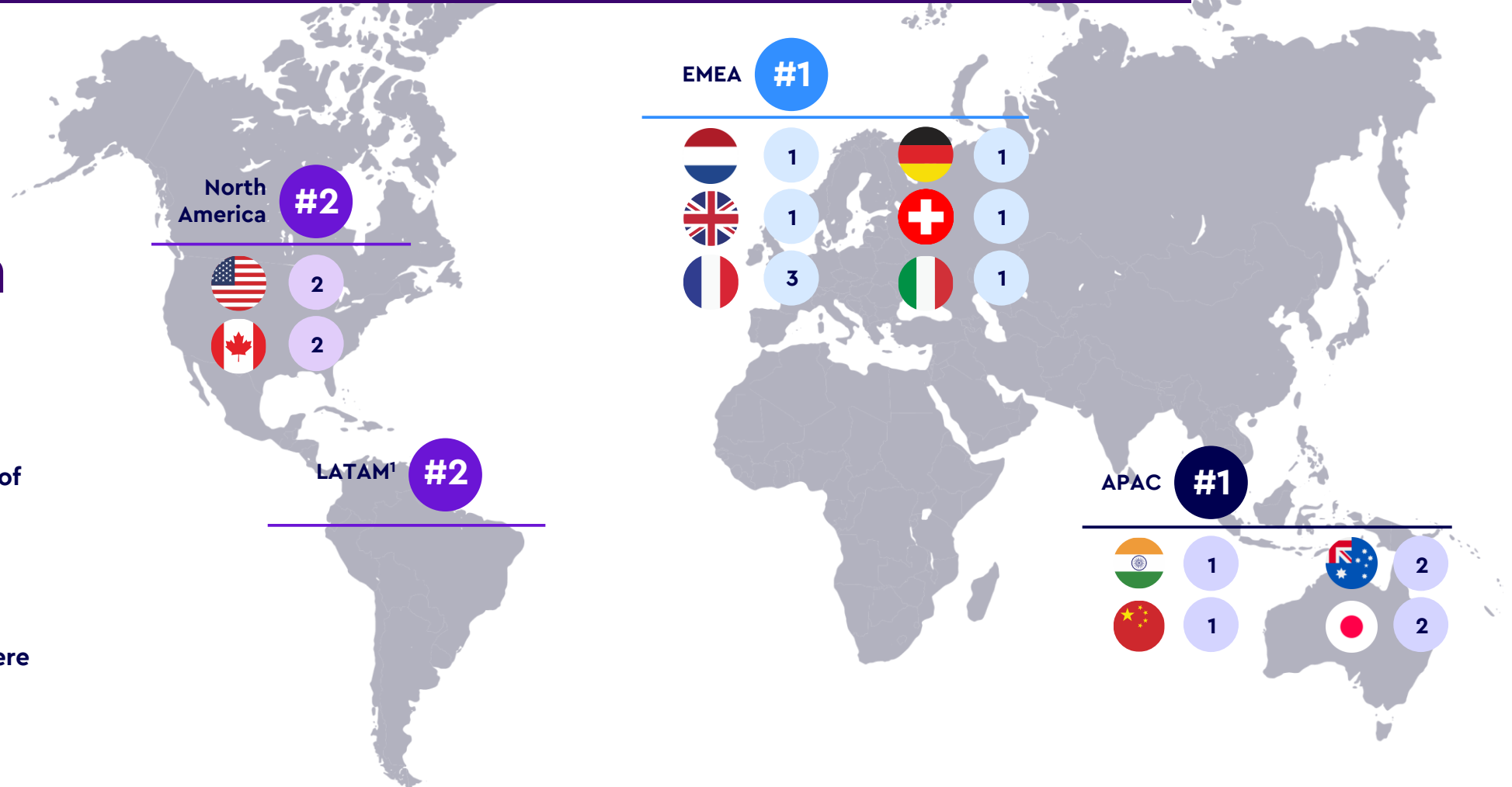
Global Billings

**#1**

Agency group in 47% of measured markets

**77%**











Of global markets where GroupM is 1<sup>st</sup> or 2<sup>nd</sup>



1. LATAM ranking includes COMvergence FY22 figures for Argentina, Chile, Colombia, Mexico, and Peru + Kantar 2023 for Brazil  
 2. Source: COMvergence FY22

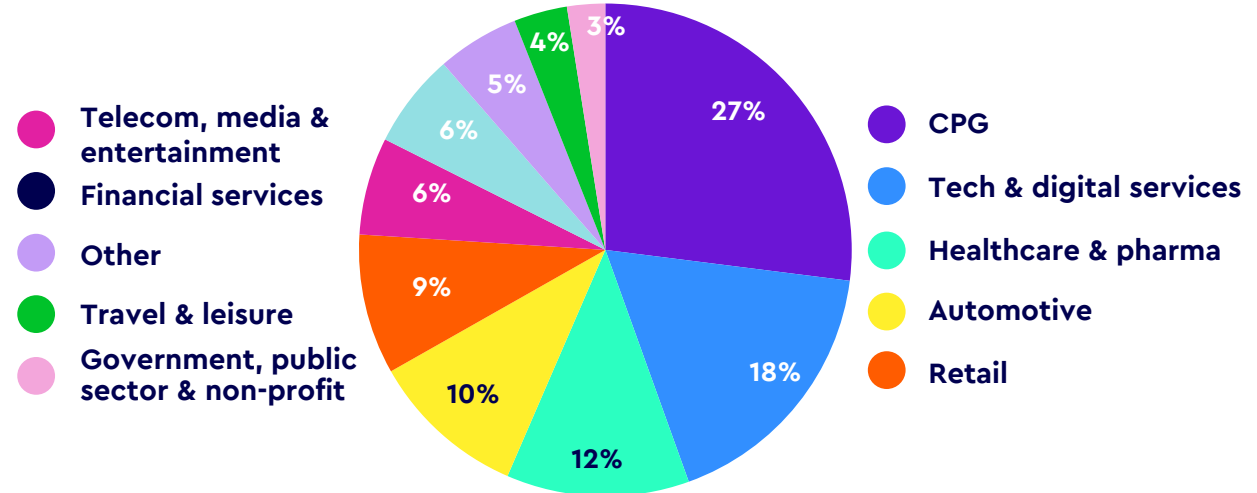
# CRITICAL LONG-TERM PARTNER TO WORLD'S LARGEST COMPANIES

## MULTI-DECADE GLOBAL RELATIONSHIPS TOP 10 CLIENTS

	RELATIONSHIP	# MARKETS	# AGENCIES
	2011	14	8
	1963	35	8
	1984	43	11
	1997	20	9
	1943	39	13
	2007	24	14
	1930	47	14
	1956	38	10
	1999	58	14
	1902	39	14

## DIVERSE CLIENT SECTOR MIX

### LFL REVENUE LESS PASS-THROUGH COSTS 2023



1. Clients ordered alphabetically  
 2. Chart shows the proportion of WPP revenue less pass-through costs in 2023; chart made up of clients representing 77% of WPP total revenue less pass-through costs



# LED BY A WORLD CLASS LEADERSHIP TEAM



**Mark Read**  
CEO  
Years at WPP: 27



**Joanne Wilson**  
CFO  
Years at WPP: 9m



**Andrew Scott**  
COO  
Years at WPP: 25



**Ajaz Ahmed**  
CEO, AKQA  
Years at WPP: 12



**Devika Bulchandani**  
Global CEO, Ogilvy  
Years at WPP: 3



**Jon Cook**  
Global CEO, VML  
Years at WPP: 28



**AnnaMaria DeSalva**  
Global Chairman,  
Burson  
Years at WPP: 10



**Corey duBrowa**  
Global CEO,  
Burson  
Years at WPP: 6m



**Mel Edwards**  
Global  
President, VML  
Years at WPP: 12



**Laurent Ezekiel**  
Chief Marketing &  
Growth Officer,  
WPP & CEO, WPP  
Open X  
Years at WPP: 5



**Jane Geraghty**  
Chief Client  
Officer, WPP  
Years at WPP: 17



**Richard Glasson**  
Global CEO,  
Hogarth  
Years at WPP: 13



**Andrea Harris**  
Group Chief  
Counsel, WPP  
Years at WPP: 27+



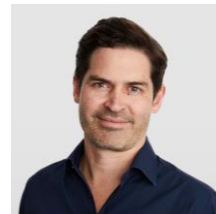
**Michael Houston**  
WPP Country  
President, US  
Years at WPP: 20



**Christian Juhl**  
Global CEO,  
GroupM  
Years at WPP: 10



**Lindsay Pattison**  
Chief People  
Officer, WPP  
Years at WPP: 13



**Stephan Pretorius**  
Chief Technology  
Officer, WPP  
Years at WPP: 11



**Rob Reilly**  
Global Chief Creative  
Officer, WPP  
Years at WPP: 3

# EVOLUTION SINCE 2018

# OUR STRUCTURE IS NOW RADICALLY SIMPLER

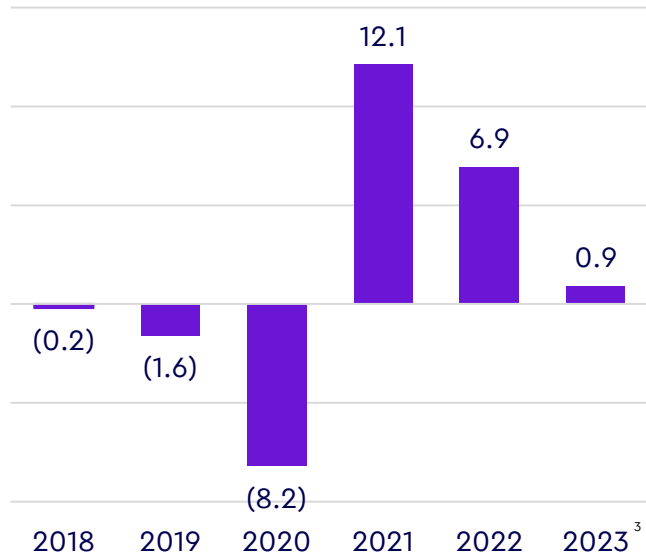
## REVENUE LESS PASS-THROUGH COSTS



1. Includes Kantar, total excluding Kantar = £10.9B  
 2. Provisional figure

# GROWTH, MARGIN AND FREE CASH FLOWS HAVE STABILISED

## LFL REVENUE LESS PASS-THROUGH COSTS GROWTH<sup>1</sup> (%)

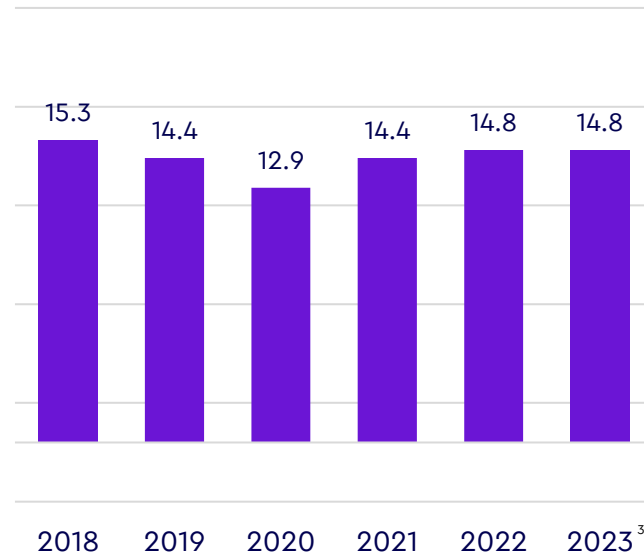


**2018-2019** pressure on legacy creative agencies and client losses in media

**2020-2022** an improved creative offer and renewed growth in media

**2023** growth impacted by technology clients and project-related spending

## HEADLINE OPERATING MARGIN<sup>1</sup> (%)

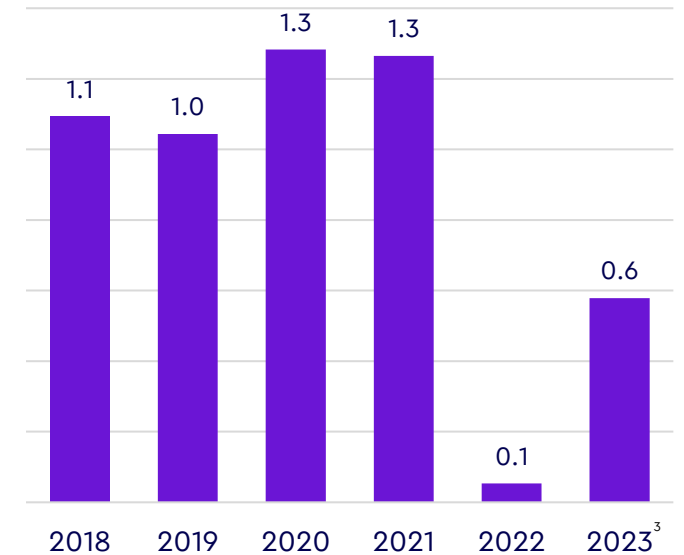


**2018-2019** margin performance masked underinvestment in offer and back office

**2020-2022** efficiencies offset by investment in IT and talent

**2023** proactive and disciplined cost control

## FREE CASH FLOW<sup>2</sup> (£BN)



**2018-2021** strong performance driven by working capital improvements, partially offset by restructuring costs

**2022** temporary weakness in FCF driven by working capital swings and restructuring costs

**2023** improved working capital performance

1. Metrics excluding Kantar historically

2. Adjusted Free Cash Flow after working capital, capex, lease payments, interest and tax

3. Based on 2023 provisional view

# AND WE ENTER THE THIRD PHASE OF OUR STRATEGY

## STABILISATION

2018-2020

- **Set out** new vision, values and culture
- **Rebuilt** client relationships
- **Established** leadership team
- **Invested** in talent, creativity and technology
- **Integrated** analogue & digital: VMLY&R, Wunderman Thompson
- **Simplified operations:** brand consolidation, small offices, campuses
- **Sold 60% stake in Kantar** and deleveraged

## ACCELERATING GROWTH

2020-2023

- **Expanded** major client relationships with strong growth
- **Strengthened** leadership and culture
- **Invested organically in AI and data** through WPP Open and Choreograph
- **Acquired further capabilities** in AI, influencer and commerce
- **Launched FGS Global** creating significant value
- **Launched transformation plan** to unlock back-office efficiency

## INNOVATING TO LEAD

2024+

1. **Lead** through AI, data and technology
2. **Accelerate growth** through the power of creative transformation
3. **Build** world-class, market-leading brands
4. **Execute efficiently** to drive financial returns through margin and cash



# INNOVATING TO LEAD

# INNOVATING TO LEAD, TODAY AND TOMORROW

1



LEAD THROUGH AI, DATA & TECHNOLOGY

2



ACCELERATE GROWTH THROUGH THE POWER OF CREATIVE TRANSFORMATION

3



BUILD WORLD-CLASS, MARKET-LEADING BRANDS

4



EXECUTE EFFICIENTLY TO DRIVE FINANCIAL RETURNS THROUGH MARGIN AND CASH

# INNOVATING TO LEAD, TODAY AND TOMORROW

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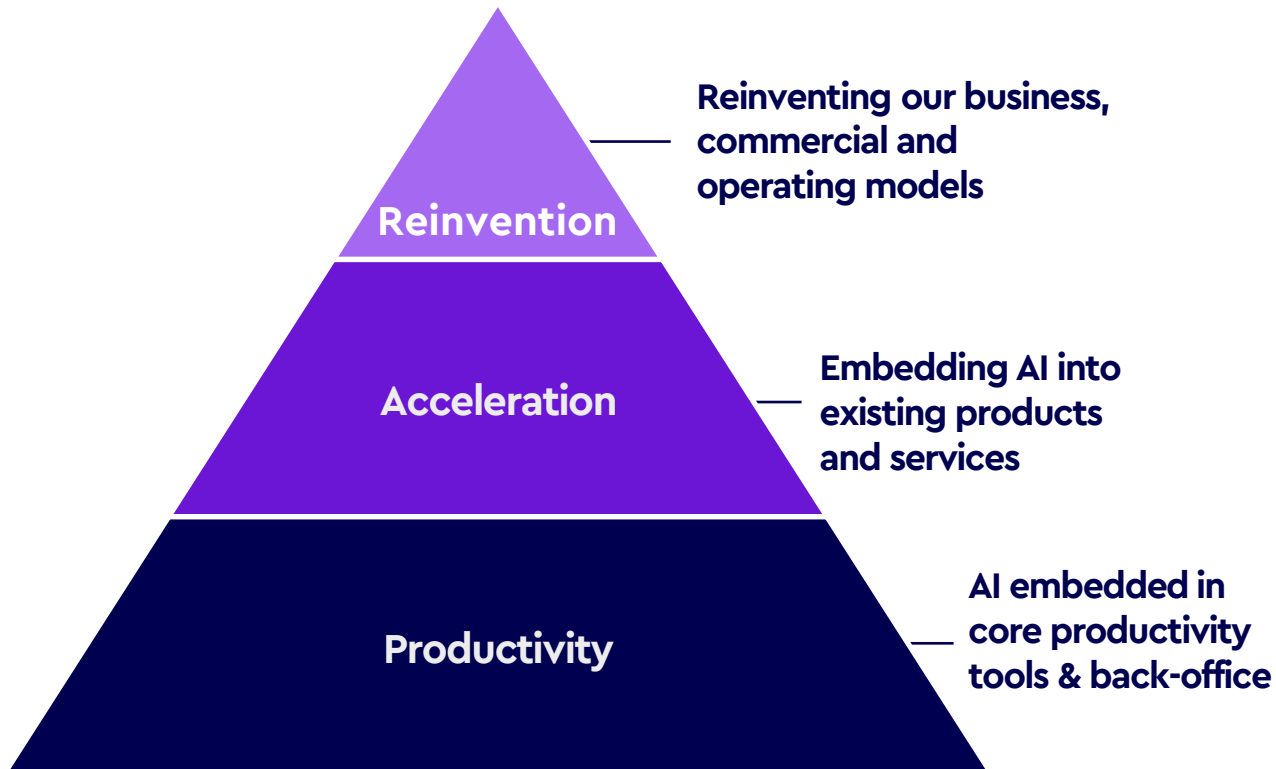
BUILD WORLD-CLASS, MARKET-LEADING BRANDS

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EXECUTE EFFICIENTLY TO DRIVE FINANCIAL RETURNS THROUGH MARGIN AND CASH

## OUR APPROACH



## OUR COMPETITIVE ASSETS





## AI-powered technology solutions through WPP Open

- *New opportunities for technology licence fees, particularly in commerce, production, media*



## AI services and consulting

- *Consulting projects to enable clients to use AI*
- *Technology projects with AI embedded solutions*



## Improved client ROI through AI-augmented creativity

- *AI augmented roles will become more productive increasing value of strategic skills and insights*
- *AI augmented work will drive better ROI for clients*



## New business and financial models

- *Shift from FTE-based to output based business models, important when volumes increase significantly.*
- *Remuneration more closely linked to results, particularly in commerce, media, production*

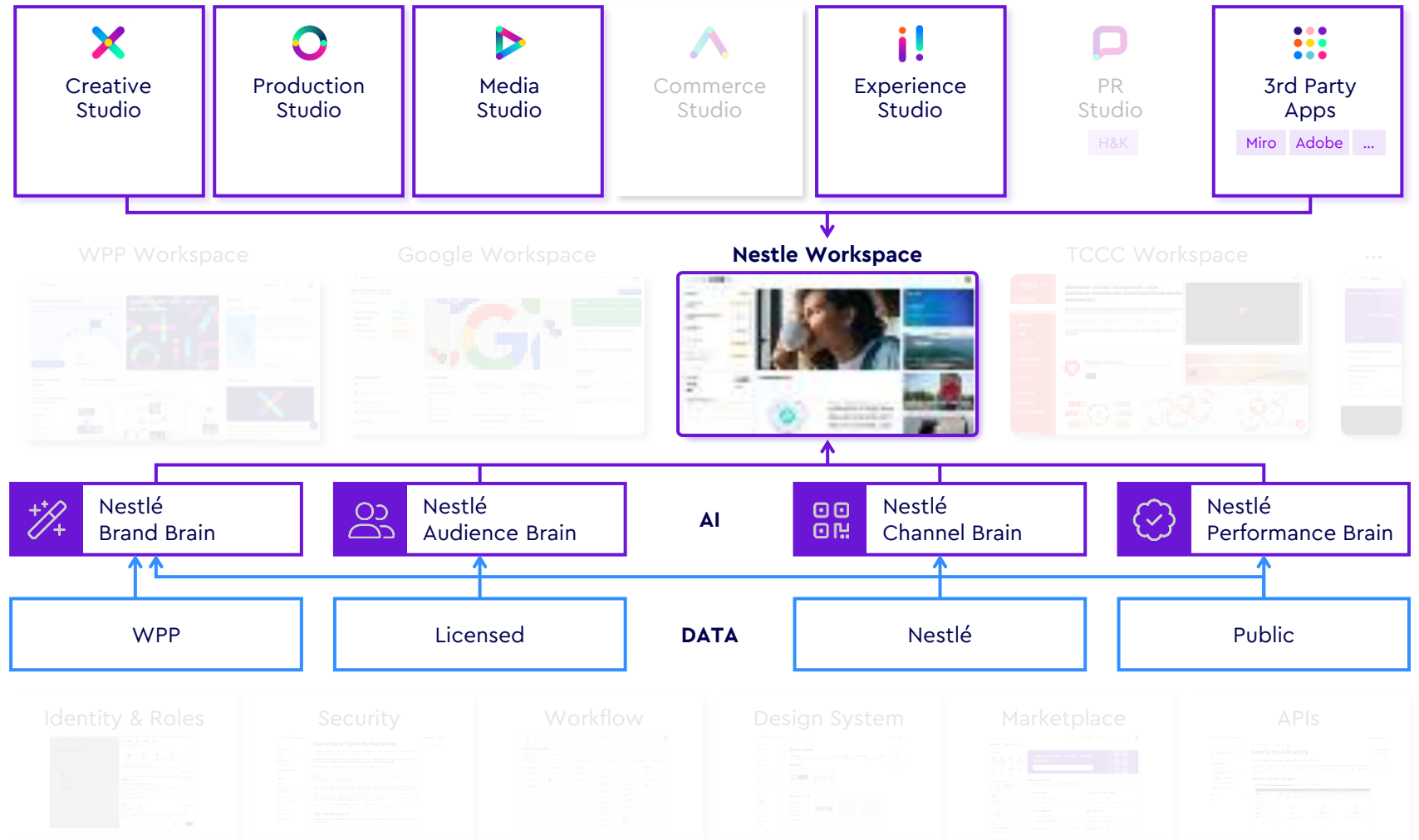


## AI-driven efficiencies

- *Unlock back office efficiencies to reduce overheads*



# 1 SCALING AI THROUGH WPP OPEN



# 1 ACCESS TO THE WORLD'S DATA FOR CLIENTS



## WPP'S DATA CAPABILITY

- Data product and technologies
- Data consulting services
- 1,200 people
- A GroupM company serving WPP
- Ready for the post-cookie world

## WPP OWNED DATA

**800m geographic cohorts** globally, indexed against **20m points of interest**  
**34 petabytes** of campaign data  
**16bn+ data points on 63,000** brands  
**300m** profiles in US, with 10,000 unique attributes

## CONTEXTUAL DATA

**30m** unique geographic cohorts with over 10,000 data attributes  
**5 million** events in **26 million** places of interest mapped to  
**38 million** spatio-temporal cells

## CLIENT DATA

Universal cloud integrations  
Native clean room capability  
Market leaders in federated learning

## PLATFORM DATA

**350+** API endpoints



Exclusive sales data informing universe of **230m** users in US



Interest data fuelling cutting edge planning products across 378m MAU globally



audience insights API  
Access to **1.5bn individuals** via **3,000+ interest audiences**, updating real time. First holding company to integrate

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## A FAST CHANGING WORLD



ACCELERATING AI  
IMPACT



SOCIAL AND  
INFLUENCER FIRST  
MARKETING



CONVERGENCE OF  
CULTURE &  
ENTERTAINMENT



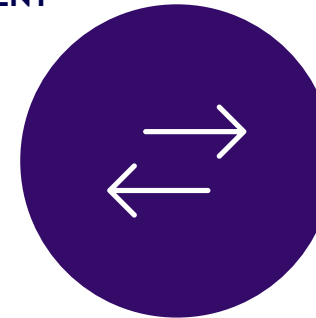
EXPLODING DATA  
LANDSCAPE



CHANNEL  
PROLIFERATION

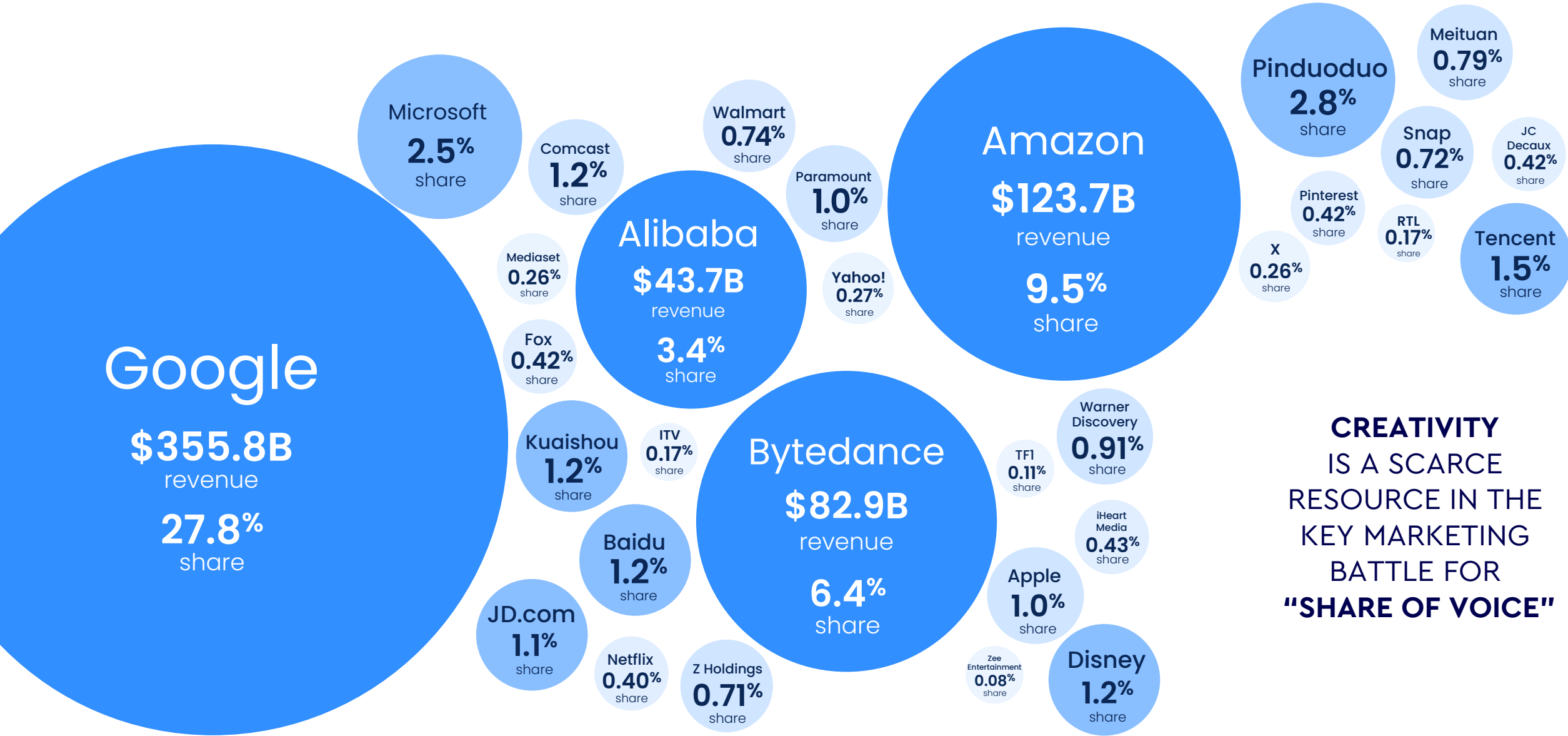


GROWING  
GEOPOLITICAL  
COMPLEXITY



POLARISED  
CONSUMERS

# MEDIA ECOSYSTEM FRAGMENTED BUT AD REVENUE CONSOLIDATED INTO GLOBAL PLATFORMS

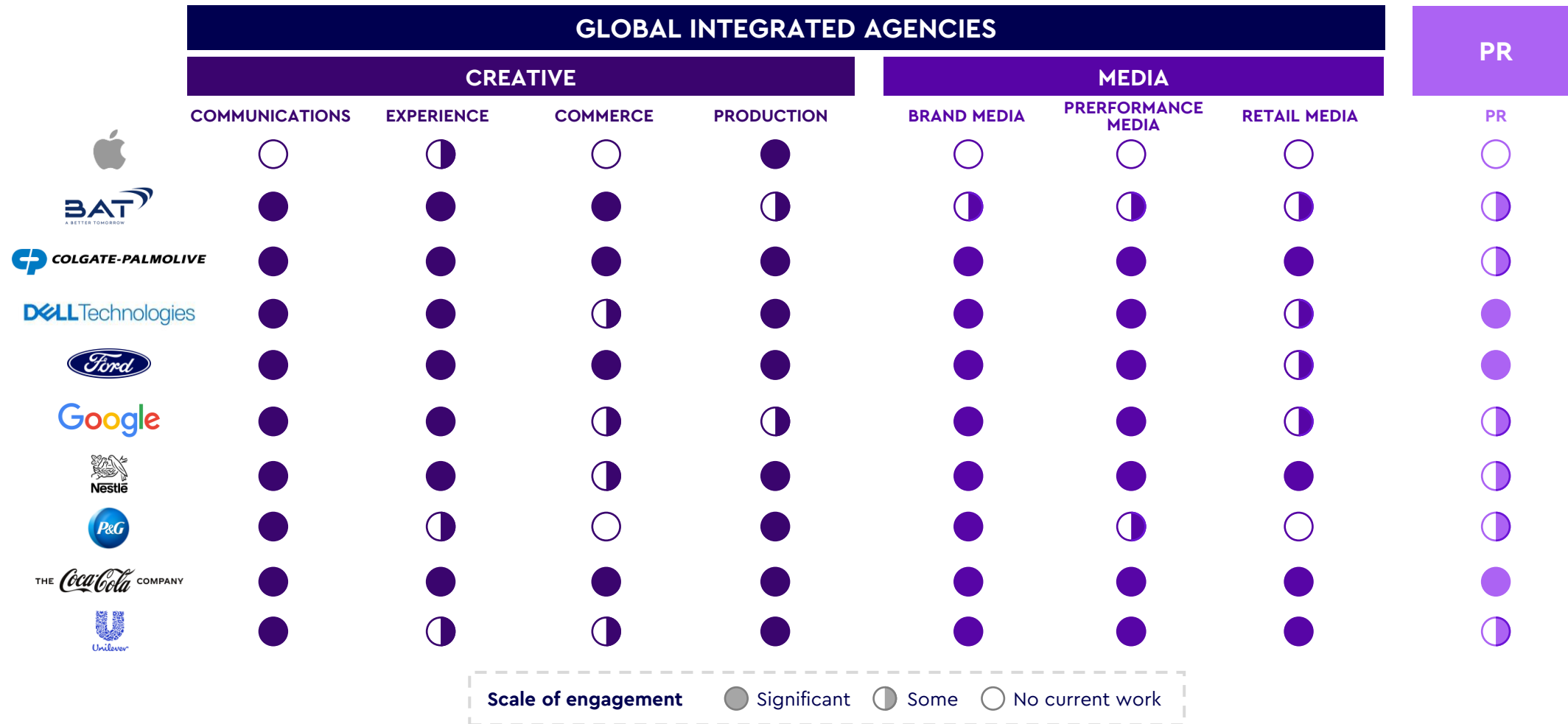


**CREATIVITY IS A SCARCE RESOURCE IN THE KEY MARKETING BATTLE FOR "SHARE OF VOICE"**

1. Source: GroupM 2023

Source: GroupM 2023



TOP 10 CLIENTS GREW 6.6% VS. 2.6% CAGR OVERALL (2019-2023)<sup>1</sup>

1. Revenue less pass-through costs, LFL. Based on 2023 provisional view  
 2. Top 10 clients 2024, ordered alphabetically

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**BUILD WORLD-CLASS, MARKET-LEADING BRANDS**

4



EXECUTE EFFICIENTLY TO DRIVE FINANCIAL RETURNS THROUGH MARGIN AND CASH

*During 2024, WPP is undertaking three strategic initiatives to create a simpler, more effective offer for clients:*



- Creation of new powerhouse agency, **VML**, through the merger of VMLY&R and Wunderman Thompson
- **No 1 brand, experience and commerce agency**
- World-class **creativity with deep tech and data** expertise
- **Stronger revenue growth** from combined capabilities
- **Improved margin** from structural savings



- Synergy 2.0 transformation programme at **GroupM** to grow faster and create more scale
- **No 1 global media agency**
- Strong client facing brands with **common products and technology**
- **Stronger revenue growth** from integrated US structure and investment in talent, data and technology
- **Margin and reinvestment** from structural savings

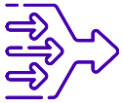


- Creation of **Burson**, through the merger of PR agencies BCW and Hill & Knowlton
- **Top 2 global PR company**
- Strong **combined leadership**
- **Leading position** in critical markets
- Consolidated **AI investment** strategy



Faster growth

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Greater simplicity

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Increased scale

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More agility

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Improved profitability

# INNOVATING TO LEAD, TODAY AND TOMORROW

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EXECUTE EFFICIENTLY TO DRIVE FINANCIAL RETURNS THROUGH MARGIN AND CASH

**3%+**

Organic growth  
Revenue less pass-  
through costs

**16%-17%**

Headline  
Operating Margin

**85%+**

Adjusted Operating Cash  
Flow Conversion

**1.5-1.75x**

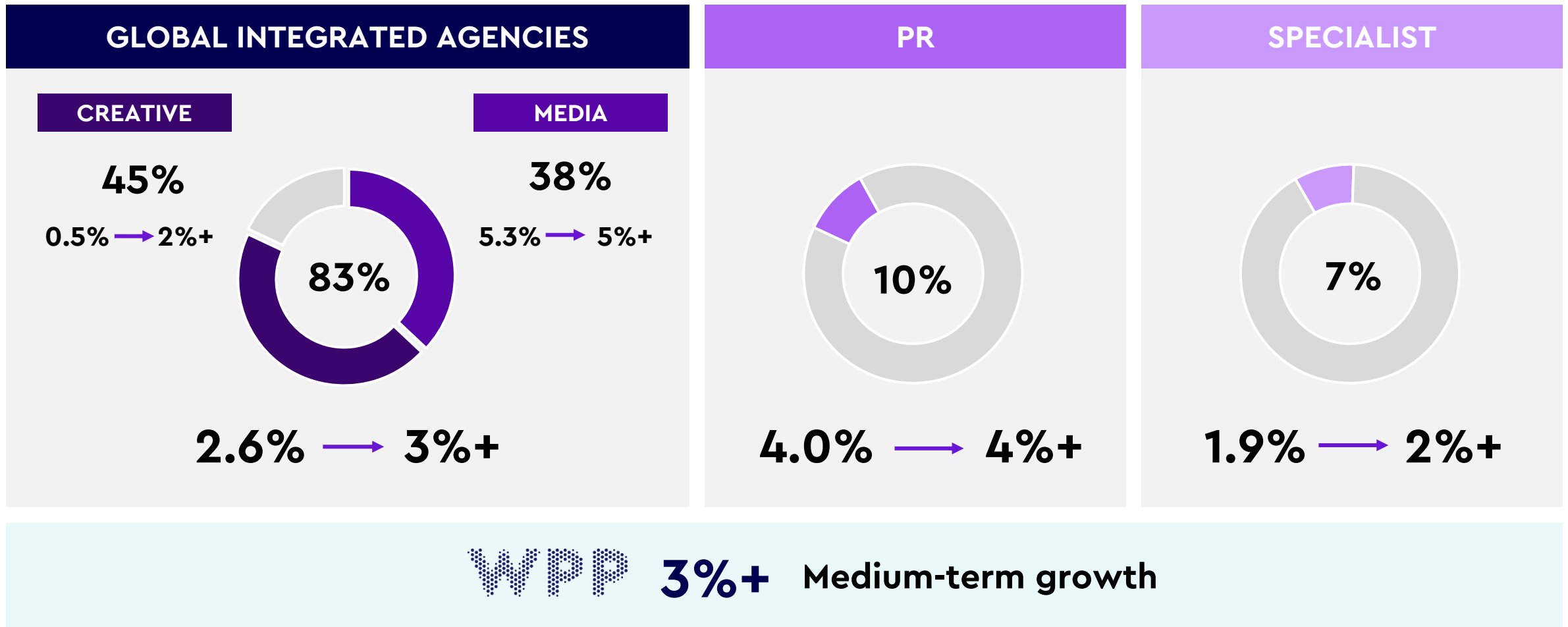
Average Net Debt /  
Headline EBITDA<sup>1</sup>

**DISCIPLINED CAPITAL ALLOCATION**

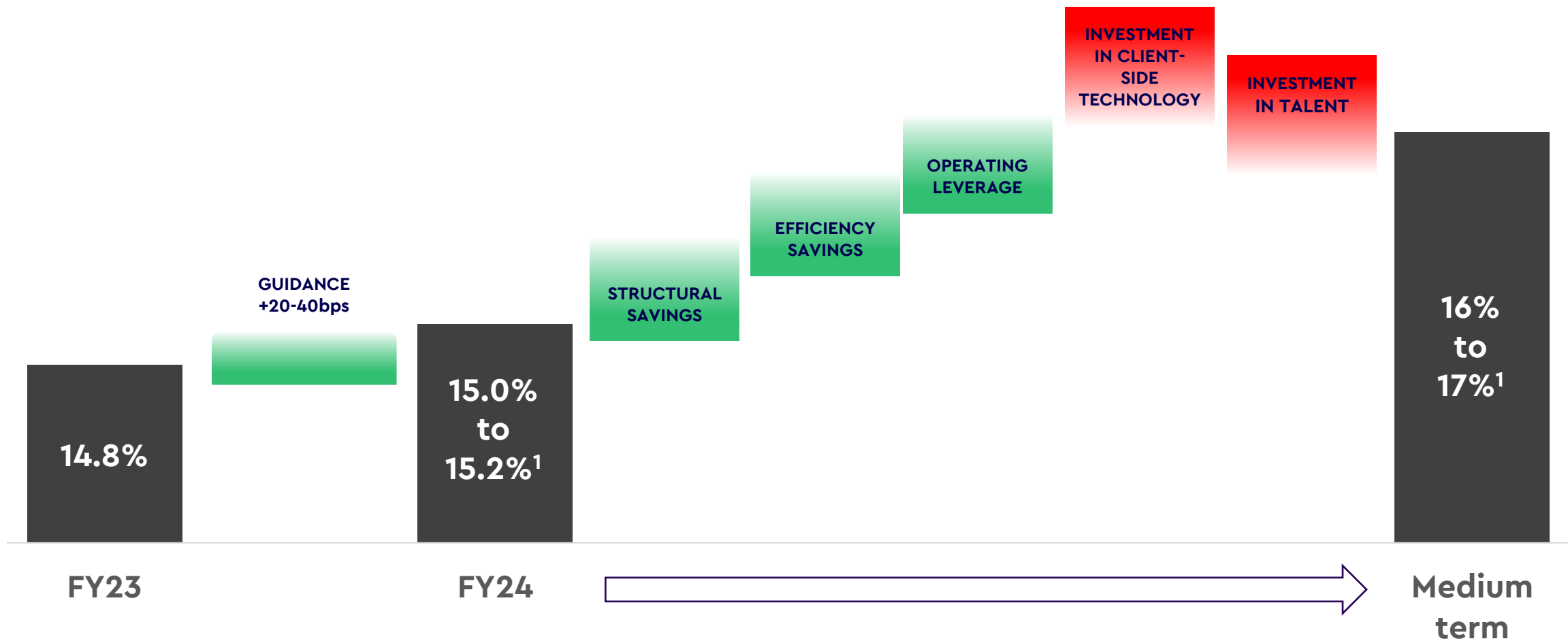
*Potential for M&A to accelerate growth by up to 1% p.a.*



# ACCELERATING GROWTH TO 3%+ IN MEDIUM TERM



4Y CAGR: 2019-2023<sup>1</sup> → Medium term



1. At constant FX

## 1) STRUCTURAL SAVINGS



group<sup>m</sup>

BURSON

## 2) EFFICIENCY SAVINGS



Back office efficiencies

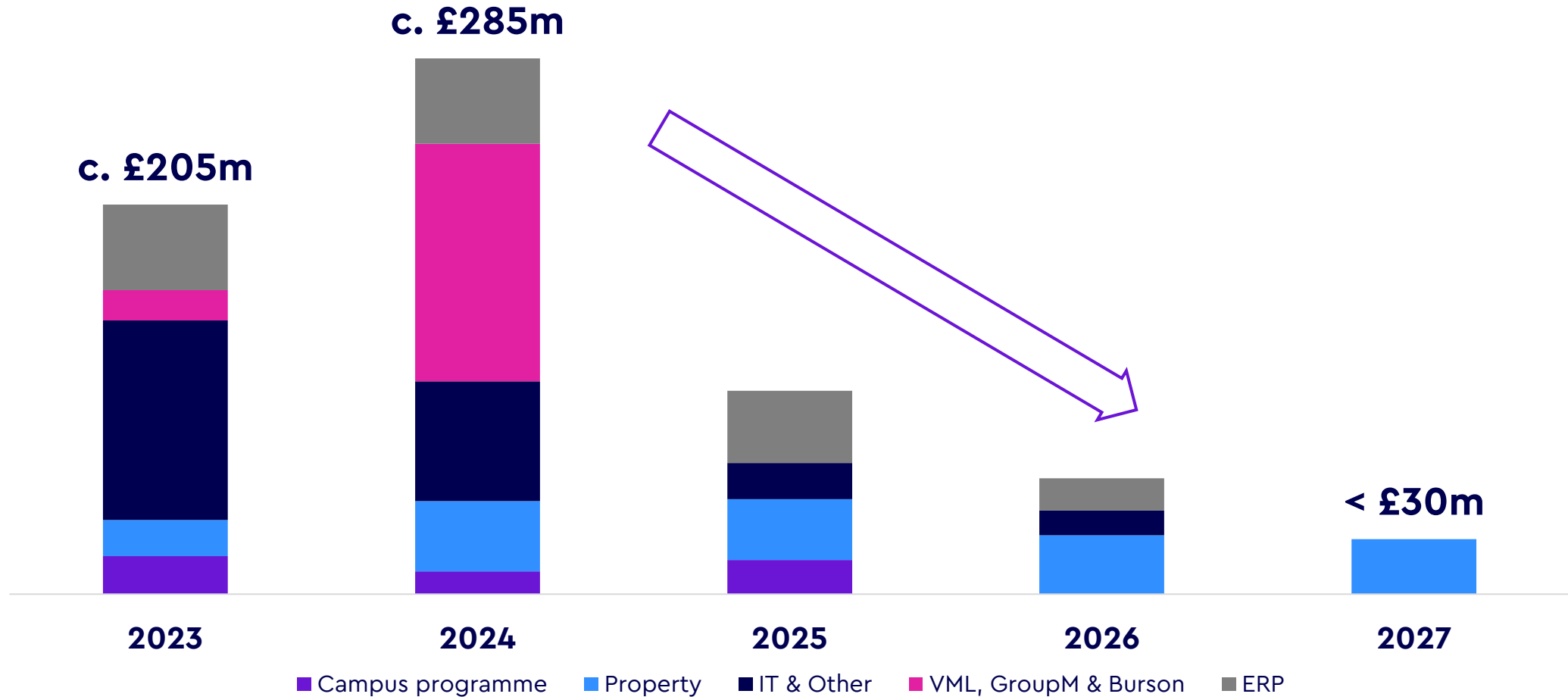
Commercial delivery

## 3) OPERATING LEVERAGE



Margins scaling with top  
line growth

## CASH RESTRUCTURING COSTS



**ORGANIC  
INVESTMENT**

**Disciplined P&L  
and balance sheet  
investment in  
technology and AI  
and talent**



**DIVIDEND**

**Progressive  
dividend with  
around 40%  
payout of headline  
EPS**



**M&A**

**Disciplined approach  
to M&A**



**RETURN OF  
EXCESS  
CAPITAL**

**Excess capital  
returned via  
buybacks or  
special dividends**

## **STRONG BALANCE SHEET**

Investment grade; Target leverage ratio<sup>1</sup> of 1.5 to 1.75x

# INVESTMENT CASE



- Unrivalled global reach and scale
- Attractive and growing addressable markets
- Deep client relationships with leading businesses
- Leading through AI, data and technology
- Financial strength with investment grade balance sheet
- World-leading talent, ambitious for the future



**Accelerated growth, margin expansion and improved cash generation to drive shareholder returns**

# CONTACTS AND FURTHER RESOURCES

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## INVESTOR WEBSITE

[wpp.com/investors](https://wpp.com/investors)

## CAPITAL MARKETS DAY 2024

[Materials linked here](#)

## INVESTOR WEBINARS

*A series of webinars designed to give investors and analysts deeper insight into individual agencies, products and services within WPP*

[WPP webinars](#)

## ANNUAL REPORT AND ACCOUNTS 2023

[Annual Report 2023](#)

## SOCIAL CHANNELS

